



Spring 2017



Our newest program:  
"Think Straight—Talk  
Straight" . . . Guiding  
Principles for Leaders



**Inside this issue:**

Leaders Need Coaches Too  
Pages 1, 3

The Power of Words  
Pages 1, 4

Insight From A Friend—Getting  
Noticed  
Pages 2, 5, 6

Balance—It's more important  
than ever  
Pages 3, 5

The JAM Team  
Why JAM  
Page 6

## Coach's Corner by Jim Morel

### Leaders Need Coaches Too

Given the turmoil our elected officials in Washington have experienced of late, I am reminded of the challenges inherent in effective leadership, trust, gaining alignment, and accountability.

We can relate to these same challenges in the world of financial services. Our leaders are counted upon by their organizations, employees, and even their clients to guide the growth of the organization, promote the brand, and build the culture.

Questions arise as to what principles guide their behavior and the personal attributes needed to be an effective leader. If you are in a leadership role currently or considering one in the future, are you aware of your own attributes that can contribute or detract from being an effective leader.

The coaches at JAM offer a workshop "Think Straight, Talk Straight... Guiding principles for leaders", which answers these important questions. Think Straight, Talk Straight has been built around 2000+ C



The "Coach"  
James A Morel  
President

Suite executive interviews, personality assessments, focus group research, and the best practices of top performing industry leaders.

What we learned; leaders are made, not born. As change agents, they can have different styles of leading and personalities.  
[\(continued on page 3\)](#)



Greg "Heff" Heffington RCC.  
Managing Partner

## The Power of Words by Greg "Heff" Heffington

We (JAM Consulting Group) spend a lot of time focusing on word use and getting it right when presenting an idea or concept. Our belief is so well researched and based on observations from the field that it is hard to ignore and even harder for us at JAM to dismiss in any of the interactions we have with clients, prospects and coachees. Right now, for some reason, there is a lot of attention being given to the idea of the power of language in shaping relationships, sales success, and even your personal attitude.

[\(continued on Page 4\)](#)



Stephanie Donovan, MEL, CPRW  
Professional Resume Writer &  
Career Specialist

## Insight From A Friend “Getting Noticed”

By Kaleen Barbera and Stephanie Donovan



Kaleen Barbera CPC  
Managing Partner

Something we like to bring to the professional landscape is information and knowledge from our incredible network of subject matter experts. Here we talk with Stephanie Donovan about the critical elements of contemporary recruiting practices and what you need to know in order to tip the scales in your favor when looking at a career change or job opportunity. In addition to her expertise, what clients say they appreciate about working with Stephanie is her ability to transform a resume into the best representation of the candidate, thereby increasing his/her chances of landing that ‘dream job’.

The following is a Q&A I had with her:

- **Tell us a little bit about you and how you help the people you work with?**

I am a former English/Communications secondary teacher who made the transition to career coaching in higher education with a specialization in resume writing. Through my experience in higher education, I earned my certification in professional resume writing and now work for a global outplacement solutions provider that combines personalized services with unmatched technology, and I also do freelance when I have the availability. I work with clients in all kinds of diversified industries to create career-ready job application documents for them (resumes, cover letters), targeted to their desired job and industry. With the outplacement firm, I am paired with a professional transition coach who then works with the clients on a one-on-one basis to assist them personally in their job search.

- **With regard to hiring or vetting candidates for a position, what are some of the most important areas of information utilized?**

In my experience, recruiters are still utilizing LinkedIn to the greatest extent-- and it is an upgraded "premium" recruiter view package. Also, most, if not all, businesses will use ATS (applicant tracking systems) to screen and organize the large amounts of applicant data they receive for online postings. They can very specifically screen the applicants for qualifications, keyword matches, position titles of experience, etc. to find what they are looking for more efficiently. This is why it is important to maximize the use of format and keywords within your resume and also customize it for each specific opportunity. Hiring managers may also check an applicant's public social media profiles to "check" them prior to an interview. Also, the good old "word of mouth" approach can't be understated, even in today's age-- employees are very typically asked to refer other professionals for open positions, and oftentimes inside employees are often "slotted" and identified to move up to open positions as well.

- **On a resume, what are the top areas of focus or interest for a hiring company/manager?**

Heat maps and recruiter studies typically show the top 1/3 of the resume's first page is hit hardest, so an applicant should maximize that "prime" space with a professional summary enriched by keyword placement, within the context of sentences, followed by a keyword "skills" area. The "objective" is very much outdated. Remember to keep the focus on what you can do for the company, not who you are and how you are special. That

will come later-- of primary concern to the employer is first how you meet their needs. Of next importance are the job titles of your most recent roles.

- **How important a role does social media play in evaluating someone?**

To my understanding, you still want to be careful about material that can be openly accessed about you, such as your "google" search results as well as any public profile settings on your personal Facebook, Twitter, Instagram, etc. I would advise to keep these all private, especially during a job search.

- **What are hiring managers looking for and what would cause them to turn down an otherwise perfect candidate?**

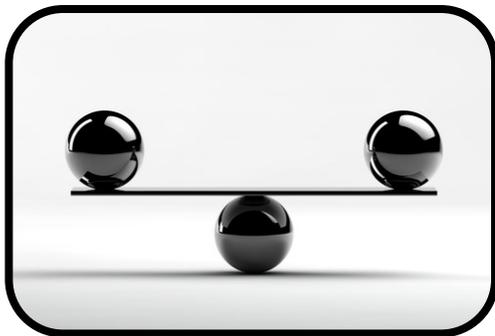
I like to tell clients to picture a hole, and then think about what they have that can fill it. Hiring managers are first looking for their own particular needs and those of their organization. A client needs to be highly qualified for those specific needs. If multiple candidates are qualified, then the added "bonuses" are considered: added abilities, skills, certifications, etc. Culture is also a big determining factor. I had an excellent superior once who stated you have to be two things first and foremost to be hired: **qualified and likable**. Also, the practical factors such as salary, benefits, etc. have to be considered. Some candidates may be well qualified, but a business knows  
(continued on page 5)

# Leaders Need Coaches Too

(continued from page 1)

As change agents, some are excessively self-reliant, others perfectionistic, while some achieve results through the alignment of others.

We also learned effective leaders have two distinct abilities in common. The ability to think straight when faced with difficult decisions and the ability to talk straight in communicating those decisions to the organization, employees, and clients.



THINK STRAIGHT, TALK STRAIGHT is broken into two parts:

Part 1, THINK STRAIGHT

- A). Self knowledge...identifying personal attributes that enhance or sabotage your leadership.
- B). Judgement...a process for making decisions that are closer to correct.
- C). Personal brand...defining the guiding principles of leadership.

Part 2, TALK STRAIGHT

- A). Communication skills



- B). Building trust and alignment of goals.
- C). Accountability of the team for performance.

Finally, our clients credit us with the easy to implement leadership principles we offer through the Think Straight, Talk Straight workshop.

Coach

## Balance It's more important than ever!

By George Amidon



George Amidon CRPC  
Managing Partner

The programs we develop are founded on behavioral science concepts and one of the key concepts that we focus on is the interplay between emotion and logic. There are numerous studies that have been done and are being done on the neuroscience of decision making. What I wanted to do is share some thoughts on how we at JAM see how important it is in using both – logic and emotion.

In the financial services industry we are inundated with facts, figures, statistics, performance numbers, analysis, and more logic based information all of which is important. But equally important is the emotional side which has to do with how we feel. You've probably heard about the Right Brain – Left Brain studies that have been done. What's interesting is that

there was a belief at one time you were either right brain dominant or left brain dominant. Recent studies have debunked that idea. The fact is we all use both sides of our brain but what's fascinating is the importance that emotion plays in making decisions. In an article in Medical Daily dated June 11, 2015, by Susan Scutti titled: The Science of Decision – Making: 5 Surprising Ways We Make Life Choices, Susan touches on the work of Dr. Antonio Damasio, a neuroscientist and professor at USC and the Salk Institute, who developed his somatic marker hypothesis to describe how visceral emotion supports our decisions. Emotion and feeling act as the bridge between rational and non-rational processes. And effective decision-making, as he sees it, would not be possible in the absence of emotional

input to provide both motivation and meaning.

I think we all would agree that when we make decisions if it doesn't feel right we won't do it or have less confidence in that decision if we decide to move ahead. As we have worked with numerous individuals and teams we see how much time is placed on communicating what factual things they bring to their clients, all of which addresses the Logic side or Left side of the brain but very little time is spent on communicating to the Right side or Emotional side of the brain.

Balancing the messages you communicate to prospects and clients between both (continued on page 5)



## “Getting Noticed” (continued from page 2)

they cannot afford them given their experience or their past salary, if that is shared.

- **What is your opinion on LinkedIn specifically, with regard to the role it plays in establishing a person or company’s brand in the business marketplace (with a potential employer and/or prospective client in the case of a company profile)?**

LinkedIn is still a primary tool used by recruiters. It is an "extra" resource to the resume and should be just a bit more personal. When resumes are screened, oftentimes the profiles of prospective candidates are then researched. It is very important to include a professional head shot (to have a face go with the name cannot be undervalued! It works!), and write a more personalized summary of who you are and where you are going. Keep it professional, but go ahead and use "I", and as always, focus in on your hard and soft skills-- what you have that

makes you desirable and effective for your industry. The way a profile is written can tell you quite a bit about a prospective hire.

- **What are some mistakes you’ve seen candidates make that were completely avoidable?**

There are many, but I would say what I see most is a candidate using an old resume or not being informed about the reality of the technology now used in job search processes. A resume needs to be formatted and written in a way that systems can easily translate while still be visually appealing and effective for the human eye. A cover letter, unless specifically asked to be excluded, should always be sent as well, and customized to the particular company and posting. Also, many candidates put "too much" out on their profiles and resumes-- do not include a "hobbies" section, etc. A hiring manager may see this as unprofessional or simply uninformed. Also, you need not list references on a resume: this is also outdated. A list will be asked for in the application process, usually online. Also, the largest fault of most resumes is that they specifically list job duties instead of accomplishments. (continued on page 6)



***You still want to be careful about material that can be openly accessed about you, such as your "google" search results as well as any public profile.***

## Balance

### It’s more important than ever!

(continued from Page 3)



sides becomes critical if you are looking to develop deeper and more meaningful relationships and help your clients make quicker and more confident decisions.

Value propositions are a key way to communicate the value you bring to your clients. Have you looked at the message you’re delivering? If you were to break it down, is it weighted more heavily to the logic side or the emotion side? Or is it somewhat balanced between both? Creating balance in your message so that you can engage both sides is key to helping establish your competence while

providing comfort for your clients and prospects.

If you would like to read more of Susan Scutti’s article here’s the link:

<http://www.medicaldaily.com/science-decision-making-5-surprising-ways-we-make-life-choices-337546>

If you’re interested in developing a more impactful value proposition ask about our program Fulcrum . . . Balancing Your Message.

As always good luck and good selling!

George

The JAM Team:

L-R: Jim “Coach” Morel, Kaleen Barbera, Greg “Heff” Heffington, and George Amidon



***From the JAM Team:***

***Friends are the family we choose!***

***Thank you for being part of the JAM Family!***

## **“Getting Noticed”** (continued from page 5)

Remember, everyone has a job description. This in itself is not impressive-- how well you performed those duties, your achievements, etc. are what make you unique and desired.

As a hiring manager, I would look for a candidate who comes prepared with ideas and examples of how he/she can contribute to your specific needs. This shows they have done the research and are confident in their skills.

Stephanie Donovan, MEL, CPRW  
Professional Resume Writer & Career Specialist  
630.201.2625

<https://www.linkedin.com/in/sdonovan08>



George Amidon  
616-901-0735  
george@jamconsultinggroup.com

Kaleen Barbera  
630-999-7312  
kaleen@jamconsultinggroup.com

Greg Heffington  
970-227-4418  
greg@jamconsultinggroup.com

Jim Morel  
630-253-6738  
jim@jamconsultinggroup.com



### ***Why JAM Consulting?***

***“Our clients say what they appreciate most is that we help them become the best version of themselves as professionals, creating greater success.***

***We believe in maximizing an individual’s potential, which leads to both opportunity and differentiation in a highly competitive landscape.***

***We do that through coaching, developing, and delivering relevant and insightful programs specializing in executive presence, communication, sales, and leadership. Our extensive expertise in those areas and the additional resources we access provide a unique edge to our clients and separates us from the competition.”***

[www.jamconsultinggroup.com](http://www.jamconsultinggroup.com)